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## Gulf of Maine Research Institute Strategic Plan 2017-2022

Gulf of Maine Research Institute

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GULF OF MAINE RESEARCH INSTITUTE

# STRATEGIC PLAN 2017-2022



Gulf of Maine  
Research Institute

Science. Education. Community.



An aerial photograph of a rugged coastline. The top half of the image shows a dense, vibrant green forest covering a rocky shore. The bottom half shows the dark blue, textured surface of the ocean. White foam from waves is visible where the forested land meets the water.

# MISSION

The Gulf of Maine Research Institute  
pioneers collaborative solutions to  
global ocean challenges.

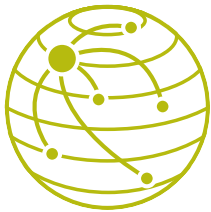


# PRINCIPLES



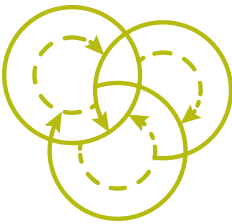
## Locally Focused

We are dedicated to the resilience of the Gulf of Maine ecosystem and the communities that depend on it. We support solutions that will broadly benefit the bioregion and its diverse communities over generations to come.



## Globally Relevant

We leverage the Gulf of Maine's significance as a testbed for adaptation to environmental change and responses to global opportunities and challenges.



## Integrated Science, Education, and Community

We take an integrated, interdisciplinary approach to understanding how natural, social, and economic systems interact.



## Independent and Objective

We engage deeply in complex and often controversial marine issues. We are evidence-based, transparent, and nonpartisan.



## Inclusive and Collaborative

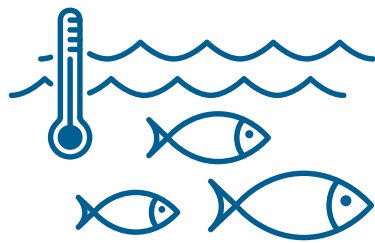
We convene diverse and often competing stakeholders to solve complex problems. We work with partners and networks to leverage knowledge, relationships, and resources to increase shared impact.



## Committed to Excellence

We recruit and empower thoughtful, entrepreneurial, and persistent staff who aspire to high levels of impact.

# FOUNDATIONAL COMMITMENTS

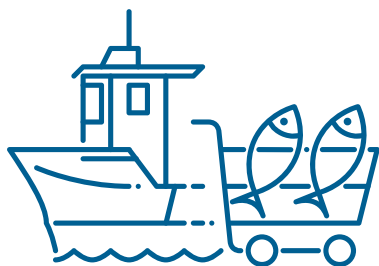
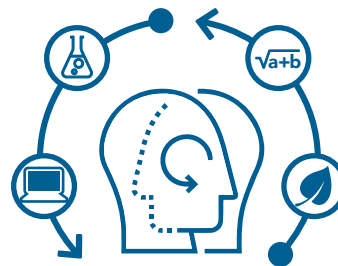


## Science

Increase understanding of the Gulf of Maine ecosystem and economy through interdisciplinary, collaborative, and action-oriented research.

## Education

Build Maine middle school students' critical thinking skills and understanding of the nature of science through participation in authentic science experiences.



## Community

Engage marine stakeholders to share knowledge, learn, and make decisions that nurture ecologic and economic resilience in the Gulf of Maine.

# NEW INITIATIVES

## Engaged Public

Broaden our program offerings to the interested public to deepen their understanding of the Gulf of Maine and its watershed.



## Adaptive Communities

Assist marine communities to assess their climate risks and act on opportunities to adapt and thrive.



## Impact Investment

Attract capital and develop new business models that benefit the marine communities we serve.



## Seafood Growth

Accelerate the growth of a diverse seafood economy in coastal communities through increasing and integrating farmed fisheries with our wild fishery.



## North Atlantic

Build relationships around the North Atlantic to increase our understanding and contributions beyond the Gulf of Maine.



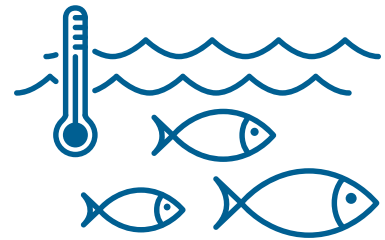
## GMRI FIVE-YEAR GOALS: 2017 - 2022

# FOUNDATIONAL COMMITMENTS

*This section of the plan features goals central to our long-term impact in areas where we are continuously engaged, with specific objectives outlining our intended accomplishments over the next five years.*

## 1. Science

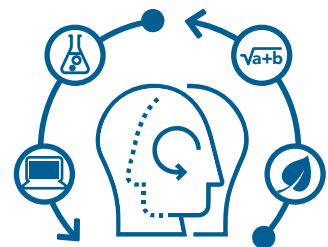
**Increase understanding of the Gulf of Maine ecosystem and economy through interdisciplinary, collaborative, and action-oriented research.**



- Develop, fund, and execute research projects to understand the oceanography, population dynamics, and ecology of the Gulf of Maine and how the fishing industry and marine communities connect to this vibrant ecosystem, and deliver findings to appropriate audiences.
- Increase the quantity, quality, and availability of data to better characterize our coastal ecosystems, including human activities and impacts.
- Continue to grow and evolve our research team to increase our impact in emerging areas and to maintain a vibrant and productive science community for the long-term.
- Nurture and extend institutional research partnerships to increase our capacity, productivity, and impact.

## 2. Education

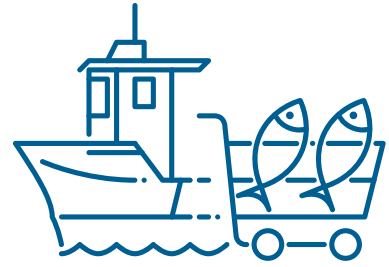
**Build Maine middle school students' critical thinking skills and understanding of the nature of science through participation in authentic science experiences.**



- Increase students' access to and participation in learning experiences that strengthen their climate literacy, data literacy, and understanding of the nature of science.
- Increase teachers' access to and participation in high-quality, locally relevant professional learning experiences to increase their content knowledge, pedagogical strategies, and confidence guiding students' learning about the nature of science.
- Conduct regular learning research to understand and enhance the impact of programs.

### 3. Community

Engage marine stakeholders to share knowledge, learn, and make decisions that nurture ecologic and economic resilience in the Gulf of Maine.



- Increase the use of data collected on fishing vessels and facilitate greater industry participation in data analysis to improve assessments of key New England fish stocks.
- Facilitate industry-focused initiatives that improve fisheries management in New England.
- Increase market share for Gulf of Maine (GOM) seafood in regional retail and institutional outlets.
- Increase value of GOM seafood and enhance its profitability across the supply chain.
- Contribute to the body of community knowledge with papers, presentations, workshops, proposals, and other opportunities.





## GMRI FIVE-YEAR GOALS: 2017 - 2022

### NEW INITIATIVES

*This section of the plan highlights goals in response to opportunities and urgent issues, with specific objectives for extending our impact beyond our foundational commitments.*

#### 1. Engaged Public

**Broaden our program offerings to the interested public to deepen their understanding of the Gulf of Maine and its watershed.**



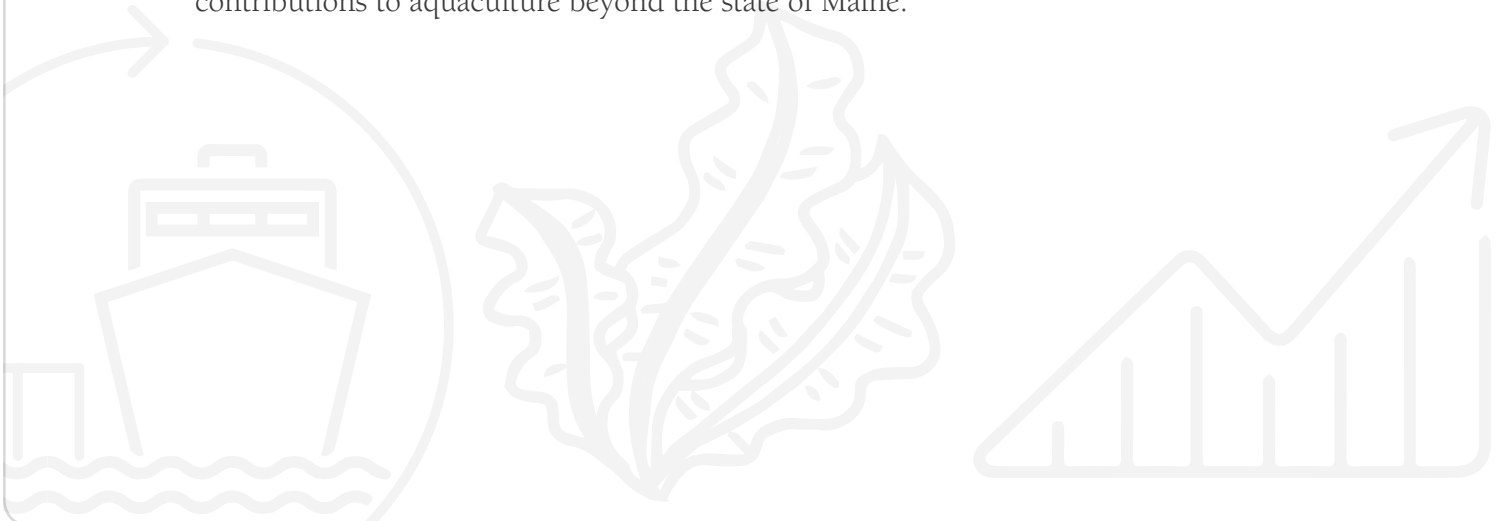
- Sustain and strengthen existing on-site, short, public educational programs and resources.
- Extend beyond our middle school education niche to provide a continuum of opportunities for students and teachers from grades K-12 to get directly involved in scientific inquiry.
- Leverage our citizen science expertise to provide opportunities for the interested public to engage in science that contributes to stewarding the Gulf of Maine and its watershed.

#### 2. Seafood Growth

**Accelerate the growth of a diverse seafood economy in coastal communities through increasing and integrating farmed fisheries with our wild fishery.**



- Collaborate with Maine's industry leaders, business community, research institutions, community organizations, and regulatory agencies to support the growth of cultured seafood production and profitability.
- Incorporate aquaculture into GMRI's LabVenture! experiential content stream to increase middle schoolers' knowledge of an evolving industry and future economic opportunities.
- Explore partnerships with national and international organizations to extend GMRI's contributions to aquaculture beyond the state of Maine.



### 3. Adaptive Communities

**Assist marine communities to assess their climate risks and act on opportunities to adapt and thrive.**



- Serve as a knowledgeable convener and source of expertise for coastal communities to assess the implications of climate change and plan for their future.
- Collaborate with the fishing community, scientists, and managers to sustain wild fisheries as the ocean warms, fish abundance and behavior change, and uncertainty about fish stocks increases.
- Create a new Climate Center within GMRI that focuses on localizing ocean-climate data and working with fishing, aquaculture and seafood supply chain communities to close the gap between predictive climate science and real-world decisions.

### 4. North Atlantic

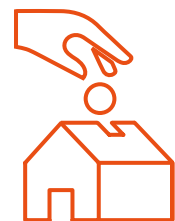
**Build relationships around the North Atlantic to increase our understanding and contributions beyond the Gulf of Maine.**



- Collaborate with Canadian research, education, community, and business institutions to increase our shared understanding of the Bay of Fundy, Gulf of Maine, Brown's Bank, and Georges Bank fishery ecosystems, economies, and communities that depend on them.
- Pursue prime institutional partnerships in Newfoundland, Greenland, Iceland, Norway, and Scotland to deepen our involvement in North Atlantic fishery science and management.
- Play a leadership role in international efforts to improve the practices, management, and distribution of wild and farmed seafood in a changing environment and connected global economy.

### 5. Impact Investment

**Attract capital and develop new business models that benefit the marine communities we serve.**



- Staff a Business Development Office to focus on internal and external investment opportunities related to GMRI's knowledge, operational capabilities, and relationships.
- Convene a board-level Business Development Committee to advise on policies, internal and external business selection criteria, and investment opportunities.
- Select up to three initial internal business opportunities, support relevant staff in developing business plans, and seek investment to monetize them.
- Develop a business plan and structure for a sustainable seafood impact investment fund to advance responsible wild and farmed fisheries and sustainable seafood.

# GMRI FIVE-YEAR GOALS: 2017 - 2022

## ORGANIZATION DEVELOPMENT



### Organization Development

**Increase public awareness, resources, and capacities vital to significant impact over time.**

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- Expand awareness with key audiences and position GMRI as the leading voice on the Gulf of Maine and its global relevance.
  - Increase fundraising capacity and diversify revenue mix to ensure GMRI is financially stable, growth-oriented, and can adapt to shifts in availability of public, private, and earned income.
  - Support governance and management of GMRI as it grows and develops new alliances, partnerships, and subsidiaries.
  - Nurture our current partnerships and forge new ties that enhance essential capacities.
  - Expand human resource management to sustain employee performance and retention, realize efficiencies, ensure capacity for growth, and support GMRI as a world class employer.
  - Continue to invest in technology that empowers staff with skills and tools for innovation, collaboration, and efficiency.
  - Maintain rigorous financial and administrative systems and GMRI's clean audit record.
  - Update management plan for GMRI's Commercial Street site.